# *Method 12: Service blueprinting*

Time involved	Preparation, 10 minutes Using the method, 90 minutes
Associated capabilities	Understand value as created in practice Increase the variance/bring in new actors
Methods to use before or after this one	Method 4 Mapping the user experience Method 5 Creating a persona storyworld

What you'll need

One table per group

Long rolls of butchers' paper or similar, scissors to cut it, Post-it notes, Blu-Tack, marker pens

A facilitator to guide the teams

A documenter to capture the results
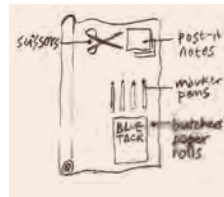
key question

'How do proposed future experiences connect with organizational operations backstage and with underlying infrastructures?'

Purpose

This method brings into view how a service exists in time and space through the interactions of users or customers, people in their day-to-day lives, service personnel and others, and functions of the organization(s) involved. Blueprinting can be used to analyze an existing service, or to sketch out a possible future one. It highlights what a specific user segment experiences and how the segment's capacities connect with the operations and infrastructure of the organization(s) involved. This helps service teams work more effectively together to understand how their various roles, functions and resources are combined into co-creating value in practice with user segments.

Outcomes

Brings a service journey into view, and connects it to organizational and other capacities. By creating a blueprint, gaps or issues in a service proposition can be identified and worked on.

Preparation

Unroll butchers' paper and fix it to a wall, creating a drawing surface of approximately two to three metres long.

Tip

Involve people from different functions and backgrounds.

How to do it

Select a focus. You can use this method to analyze the current service experience and operation, or to sketch out a proposed new one. In either case, the template pushes you to highlight the key resources, capacities and processes that are required in the main service encounters. Ask participants to pick a specific user or customer segment and to use the template to create a blueprint. This will show how their experiences result from their interactions with touchpoints over time, supported by backstage and infrastructure provided by the organizations and other people involved.

There are three areas to explore through service blueprinting:

- *Experience:* what the user segment will do, say, know and think during the service encounters as they engage with touchpoints and with other people and how their own knowledge, skills and other resources are involved;
- *Backstage:* what happens inside the organization(s) involved, including resources and capacities such as service staff in call centres, or responding to customers via email or social media;
- *Infrastructure:* what other organizational resources are required for the service experience to exist, which might include mobile broadband, payment systems, monitoring or verification processes.

Analyze. Review the blueprints. Identify the important:

- *Decision points:* when users or customers, or staff or touchpoints in the service ecosystem, have to make a decision;
- *Fail points:* the moments when things could go wrong and how this can be recovered from;
- *Capacities:* what are the essential knowledge, skills, understanding and other resources required by users and customers, other people in their day-to-day lives and front-stage and back-stage staff, in order for this service vision to work?

Synthesize. If participants have created several blueprints, combine them to create a smaller set that represents the experiences, backstage resources and infrastructure for specific segments.

6 Prototyping and playing design games

Service blueprinting

Adapt this to describe the experiences of a segment of users or customers as they interact
with a service over time, showing the main resources and functions involved

User segment Time ▶	Find out about it	Decide to commit	First interaction with or use of the service	Later interactions	Ending/closing
Experiences What a person does, intends, knows, says, feels					
Touchpoints and devices a person interacts with – eg website, forms, apps, places					
Other people involved – eg service staff, other users, volunteers, family, friends and bystanders					
Backstage Marketing, sales and communications					
Operations					
Technology					
Finance					
Infrastructure Taken for granted networks, assets and structures that support the service					

Example

Tech Friends service blueprint: Detail of first visit

	Arrival	Introducing	Tech needs assessment	Planning & goodbye	Debriefing
Experiences — volunteer, older person (O.P.), Family member/carer, Mentor	SMS or app to confirm arrival	Get to know one another, mutual nervousness	Volunteer goes through app or form to do a light tech needs assessment and understand current usage or issues in discussion with O.P. and carer/family	volunteer & O.P. & carer/family member agree next visits (activities, dates, times)	Call between volunteer & mentor after visit ends
Backstage — Operations/IT, Training/support	Details provided in advance to volunteer & O.P.	Based on script/role play for less confident volunteers	Data needs to go to OPS team. Any skills gap for this volunteer? can others help?	Action plan created for next steps	Confirm safe return. Expense claim for travel. Reflective journal to track learning
Infrastructures	Assumes volunteer has smart phone & good mobile coverage		ways to get data to service provider if digital and/or paper		Safety/monitoring record keeping

6 Prototyping and playing design games